

RESTORING FAITH IN OUR FUTURE



A MOVEMENT
FOR CHANGE



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RESTORING FAITH IN OUR FUTURE
THE LEON GUERRERO/TENORIO PLATFORM
A MOVEMENT FOR CHANGE

A MESSAGE FROM LOU LEON GUERRERO AND JOSHUA TENORIO

Hafa Adai! In this election, we offer you a choice. We offer leadership that will provide significant and lasting change to prepare our island for the future.

Our Vision is to build a new Guam that is Fair, Prosperous, Safe, and Compassionate, in which every citizen may participate and benefit.

We believe there is an urgent need to end *business as usual* and *politics as usual*. That is why we have joined together to change our government and to give citizens a different and meaningful choice in this year's election.

Each of us has extensive experience in public service. Each of us has substantial experience in the private sector running large organizations. Each of us has bridged political divides to solve problems and to help people. Together, we are the best team to promote and improve our economy because we are the team with the best record of producing private sector jobs and helping small businesses grow.

PREAMBLE

The Leon Guerrero-Tenorio gubernatorial team pledges to:

- (1) Provide leadership based on honesty, transparency, inclusion and fairness to provide our people with a government worthy of their trust.
- (2) Develop policies that serve the long term interests and needs of our people by ending the short term political focus on the next election.

- (3) Provide the needed reforms for our government to stabilize its finances and redirect resources to improve education, healthcare, public safety, job creation, infrastructure, sustainability and economic opportunity.

The components of our Plan of Action for Guam's future are:

Ensuring A Government Worthy of Your Trust
Improving Economic Growth, Wages, Development and Opportunity
Providing Safe Neighborhoods and Combating Crime
Fixing Our Schools and Our Educational System
Delivering Affordable, Available, and Accessible Health Care
Improving Infrastructure and Providing Affordable Housing
Strengthening Families and Communities
Recognizing Our Veterans and Their Service
Protecting Our Land, Our Waters, and Our Ocean
Promoting Our Culture and Our Diversity
Securing a Responsible and Responsive Military Buildup
Improving Federal and International Relations
Advancing Technology and Modernization

ENSURING A GOVERNMENT WORTHY OF YOUR TRUST

A Leon Guerrero-Tenorio Administration will be inclusive, accountable to the people, and committed to providing a level playing field so that all may have a chance to succeed. Our Administration will uphold public finances as a matter of public trust. We will ensure that all funds are properly spent on the urgent priorities of the community and invested to build a brighter future for all of our people.

Leadership That Matters

Long Term Strategy: A comprehensive socio-economic development plan for Guam will be written with input from all sectors of our community and branches of government. It will contain both reform of current policies and long term investments and will establish timelines and objectives based on SMART goals (Specific, Measurable, Achievable, Relevant and Time Bound).

Cutting Red Tape and Bureaucracy: An Action Group to review all government laws, rules, and regulations will be established under the Office of the Governor with the participation of both the public and private sector. It will be tasked with examining governmental procedures and eliminating expensive processes and unnecessary waste, red tape, and bureaucracy.

Training for Board Members, Directors and Administrators: We will ensure that all board members, agency heads and senior leaders throughout the executive branch will receive regular training in the areas of Ethics in Government, Transparency, Financial Management, Accountability, Personnel Management, and Leadership.

Partnership with the Private Sector and Non-Government Organizations. Because our community is more than its government, we will reach out and invite civic leaders, non-profit groups, business leaders, and professional organizations to help develop economic, social, and humanitarian policies to advance the prosperity of our community, expand social and economic opportunities for our people, ensure the safety of our neighborhoods, provide access to health care services, and address the interests of minorities, the needs of the disadvantaged and the homeless, and the human rights and dignity of every citizen.

Improving Customer Service Our Administration is committed to improving the customer service of agencies and departments by implementing changes that make transactions with the government more convenient for the customer.

Comprehensive Evaluation of Government Wages: We will follow the law and institute a new wage study for government workers and a unified pay scale that properly compensates public employees for their skills and labor.

Appointing the Right People in the Right Places: There will be standards and qualifications set for appointed and unclassified positions throughout our Administration. We will seek out individuals with the appropriate public and/or private sector experience to lead our agencies, to serve on boards and commissions and to fill support positions where absolutely needed. Independent applications for senior unclassified posts in the Executive Branch will be welcome and evaluated by a recruitment committee. Strict supervision of all appointees will be instituted to ensure the principles of transparency, fairness, accessibility and accountability are adhered to in all operations,

Procurement Reform. A Leon Guerrero / Tenorio Administration will work aggressively with the Guam Legislature to reform Guam's three decades-old procurement law. GovGuam loses tens of millions of dollars annually in federal funding and misses out on the timely and cost effective delivery of public services primarily due to ineffective procurement practices. Procurement reform will improve the effectiveness of the government's procurement process by reflecting the lessons learned from the many procurement protests that have been lodged over the years. These changes will allow GovGuam to save money and efficiently provide vital services. For complicated or extensive procurements such as high school construction, we will explore the utilization of a privately contracted procurement specialist to expedite the process.

2020 Census: A census is conducted every 10 years and the next one is scheduled for 2020. Our Administration will ensure that the 2020 Census is conducted accurately and in a timely manner. This data is essential to determine federal assistance distribution primarily in the areas of MAP, SNAP, Medicare Part B, Highways, Pell Grant Program, National School Lunch Program, and Section 8. In addition, we will utilize the most current census data to leverage additional Compact-Impact Aid to cover costs for migrant services on Guam.

Finances

Financial Reform: On Day 1 of our Administration we will conduct a full assessment of public assets, liabilities, revenues and operational expenses. We will aggressively pursue a policy of cost reduction, the collection of all revenues due the government, and more effective use of public assets. Our administration will ensure that all financial statements are completed on a timely basis, coupled with a priority effort to reduce and eventually eliminate all major audit exceptions. We will work for full utilization of all federal grant monies and expedite the disbursement of bond proceeds earmarked for capital improvements.

The Debt: We are committed to rescheduling the government's long term obligations and liabilities and working to pay off the debt. The public debt borne by every man, woman and child on Guam has doubled in the last 10 years and it has grown to become one of the largest line items in the budget. This is neither sustainable nor fair to future generations. For the fiscal stability of the government and public services, we will end this practice and ensure that the Government of Guam operates within its means.

Tax Refunds and Enforcement: Tax refunds belong to taxpayers, not to the government. We are committed to the timely payment of tax refunds as required by Guam law and federal court order. All revenues due our government must be collected to sustain vital public services and reduce government debt. For this reason, we will hire additional staff and upgrade the resources given to the Department of Revenue and Taxation to collect taxes fairly owed by individuals and corporations.

Tax Recovery Unit: To focus efforts on effective tax collection, we will fund an Asst. Attorney General position at the Department of Revenue and Taxation to serve as in-house Tax Legal Counsel. This person will help lead a new Tax Recovery Unit (TRU) staffed with additional auditors and investigators. The unit will be dedicated to cracking down on tax cheats. We will further reassign existing government staff from other agencies to aid in this effort.

Federal Grants: Our Administration will actively work with the Research Corporation of the University of Guam and other partners, to the maximum extent possible, in order to secure and effectively manage federal grants. Our objective

will be to effectively secure more federal dollars for Guam while avoiding the over-commitment of local resources or the creation of new bureaucracies.

Outreach

Government Center: In nearly a decade, our government doubled its annual cost for leasing commercial space from \$6.8 Million in 2004 to \$12.5 Million in 2015. A Leon Guerrero-Tenorio Administration will pursue the construction of a business-friendly government center in Hagatna and reduce government expenditures on property rentals.

Government Improvement Hotline: We will establish a government improvement hotline to the Office of the Governor that will facilitate reports of fraud and abuse and receive recommendations for improving public services.

Village Outreach: Our Administration will conduct periodic town hall meetings in the villages in order to give private citizens the opportunity to directly address their concerns to government leaders.

Open Government, Transparency and Freedom of Information: We will fully support both the letter and the spirit of the Open Government Law and the Freedom of Information Act as part of our commitment to provide an Administration based on openness and transparency. We will hold all agency and departmental heads accountable for failure to adhere to this standard.

Live Stream of Board meetings. To promote transparency, we will provide for the live-streaming of all public board and commission meetings.

Use of public buildings for civic groups. We will work to open up, for the use by civic organizations, more government facilities that go unused at night, weekends, or public holidays.

Respect and Empowerment

Respect for the Rights of Government Employees: We will respect and support the members of our government workforce, and their contributions as public

servants. We will encourage pride in public service and will not undermine the rights of public sector employees. We will not tolerate a climate of fear.

Empowering Women: We will ensure that women are well represented as leaders and managers throughout the government. We will provide and promote opportunities to enhance the representation of women at all levels of our political, social, and economic institutions. We will re-establish the Bureau of Women's Affairs within the Governor's Office as a center of public education and advocacy on women's issues.

Empowering Mayors: We will work to further empower our Mayors and Municipal Planning Councils, particularly with respect to land use and development, public safety, public works projects, road repairs, beautification, programs for the youth and elderly, recreation activities, control of stray dogs, infrastructure, and parks management.

Collective Bargaining: We will respect the right of government employees to engage in collective bargaining. All labor contracts will be honored and upheld and not be subject to unnecessary delays in negotiation. Unions will be treated in good faith and not be given the run-around.

Human Rights. : We are committed to the defense of human rights and human dignity for all the people of Guam. Our Administration will combat all forms of discrimination based on ethnicity, age, gender, religion, or sexual orientation.

ADA Compliance: Our Administration will support equal rights and opportunities for persons with disabilities. We will ensure that the Department of Integrated Services for Individuals with Disabilities (DISID) is properly funded to effectively carry out its mission and that the necessary training is provided to Public Works and General Services Administration personnel to ensure that all new GovGuam contractors fully comply with the Americans with Disabilities Act (ADA) regulations. In addition, we will embark on an aggressive campaign designed to educate local businesses on how to comply with ADA, particularly with regard to parking and signage, and on available federal tax incentives designed to offset any cost for compliance.

Language Assistance Services: As part of recognizing our strengths in diversity, our Administration will develop and implement a language access strategy that will serve residents who cannot communicate in order to obtain or utilize essential

government services. This strategy will also include smart and effective ways our government can provide services to our residents who are hearing impaired.

IMPROVING ECONOMIC GROWTH, WAGES, DEVELOPMENT, AND OPPORTUNITY

Our strategy for building a prosperous Guam includes diversifying our economy, investing in workforce development, fostering entrepreneurship, creating more private sector jobs, and improving incomes for working families. We need to build an economy that not only meets our current needs, but also, one that meets the requirements and aspirations of future generations. Furthermore, we must establish an honest, transparent and fair business environment based on the public administration of laws that provide a level playing field for all.

Smarter Tax Policy

Building job growth and prosperity for Guam requires a modern tax structure tailored to meet the requirements of the global economy. The primary goal of our reform effort is to expand business and job opportunities for all our people.

Tax Collection and Enforcement: Our Administration will ensure vigorous enforcement and collection of all taxes before considering or imposing any tax increases, including a sales tax. A full assessment of any tax increase shall be made regarding its impact on the economy and Guam's competitiveness as a tourist destination.

Small Business Tax Credit Incentives for Job Creation: To aid small business and foster job creation, we will institute a series of tax credits for small businesses with gross incomes of less than \$500,000 per year that add more employees at the prevailing wage.

Reform Dave Santos Act: We will work with the Legislature to reform the Dave Santos Act and increase the exemption levels of no business privilege taxes on the first \$100,000 of annual gross earnings and raise the qualifying threshold to gross incomes of \$500,000 or less.

Investing in Guam

New Assessment of Our Visitor Industry: In light of the changing composition and demographics of our current visitor arrivals, we will work with the tourism industry in engaging a new assessment of our tourism industry, our advantage relative to other destinations, and our challenges for improving growth. We will establish a Tourism Action Group (TAG) comprised of tourism leaders and policy makers that will have the task of developing new strategies to:

- Update our marketing strategy and identify the most advantageous tourist profile to target.
- Improve and diversify our visitor attractions and support needed infrastructure.
- Expand small business participation in the tourism industry
- Explore innovative programs to strengthen our competitive position, focusing on our strategic location, area convenience, respect for cultural differences, and security under US law.
- Leverage public-private partnerships to increase investment
- Create a business friendly environment to foster growth in this vital industry

Refocusing on the Japanese Market. We will consult with local businesses and industry experts to develop and implement an effective strategy to increase the number of tourists from Japan.

Village Attractions. We will work with the mayors and community organizations to develop and support local-based cultural and ecological attractions in the villages, such as the Sagan Bisita (Agat Visitors Center) and Gef Pago in Inarajan, for our visitors to share and enjoy. We will establish stronger ties between the villages and the tourism industry by continuing beautification projects such as village murals walking and hiking trails, botanical gardens and adopting parks.

Revitalize Hagatna Our Administration will be committed to maximizing both the historic value of Hagåtña and its economic potential. Building on the construction of the Senator Antonio M. Palomo Guam Museum & Educational Facility and the renovation and opening of the Guam Congress Building, we will expand upon this progress through additional historic preservation efforts including enhancement of the Hagatna Heritage Walking Trail with shading and seating where appropriate. To further enhance Hagatna in accord with the approved master plan, we will invest in more improvements at the Paseo as well as examine the feasibility of developing a pedestrian mall that will serve as a center for retail activity and as a

tourist attraction. Additionally, we will promote development of sites for food truck vendors, residential housing, and the construction of a new capitol building.

Repurpose FESTPAC Concrete Huts at Chamorro Village: Our

Administration will leverage the millions invested in the concrete huts built for FESTPAC by renovating and repurposing them to serve as office and retail spaces for small businesses. These new storefronts can then be added to the inventory of rental spaces administered as part of Chamorro Village.

Shared Facility for Community Development: Our Administration will create a new supportive, sustainable town square environment for small business startups, local artists and cultural practitioners, community non-profits, and growing businesses. By providing low cost access to shared office and meeting spaces we will help foster opportunities for social and business entrepreneurs to collaborate, innovate, and create new products and services for our island.

Expanding Business Opportunity

Data Driven Economic Policy: Working with federal agencies, the private sector, Guam Community College, and the University of Guam, we will guide the development and execution of good public policy through the regular collection and analysis of business and economic data. We will actively engage business, civic, and professional organizations in the formulation of public policy.

Renew Mission of GEDA: Our Administration will broaden the responsibility of GEDA in the development of economic initiatives and renew its mission as the driver for government economic policy. We will further work to expand the reach of its loan programs for small businesses, utilizing savings from reduced off-island travel and other expenses.

Business Opportunities at the Port of Guam: Our Administration will work for the full utilization of Cabras Island and the Port Authority of Guam by facilitating business parks on public lands to accommodate transportation and warehousing service industries that capitalize on our proximity to Asia. We will pursue the creation of a Free Trade Zone within Guam's unique customs jurisdiction to facilitate regional distribution and transshipment centers. Our Administration will work with the federal government to grant a formal delegation of authority to

Guam's Customs and Quarantine Agency to ensure proper oversight and support. These two industries alone will create hundreds of jobs for our people.

Establishing an Information Technology Eco-System and Silicon Village:

Taking advantage of the superior connectivity on Guam and our strategic location, we will support and expand efforts to establish an information technology eco-system and Silicon Village with goals of establishing superior educational and training programs, creating higher paying jobs, growing small business, and attracting industry.

Cutting Red Tape and Being Business Friendly: Essential to economic growth is the establishment of a business-friendly environment with a regulatory structure that is streamlined to cut red tape. To achieve this goal, we will invest the necessary resources to improve the One Stop services to make it easier for individuals and businesses to secure government clearances and permits in an efficient manner. We will consider solutions that will reduce the amount of time for permitting while relying on professional services to protect the interests of our people.

Opportunity Zones: We will work aggressively to channel off-island investment into the 25 Opportunity Zones on-island newly created by the federal government, which will provide tax breaks for capital gains.

Support Agriculture, Aquaculture and Fishing: As part of an integrated economic strategy, we are committed to advancing the growth of local farming, aquaculture, and fishing to create jobs and keep more local dollars circulating in our economy instead of being spent on imports. We will explore initiatives including agriculture incubator programs, establishing a slaughterhouse, and the creation of an agriculture master plan.

Market Guam's Healthcare Services: We will actively explore marketing Guam's health care services including traditional medicinal practices, as well as our developing medicinal marijuana system. In the process of improving and expanding Guam's healthcare system, we will also create the opportunity to bring income to Guam by providing healthcare services to off-island clients, which will benefit the existing tourism industry in providing accommodation for patients and their families.

Investing in Our People

Increase the Minimum Wage: Working with business leaders, we will develop and have enacted into law, a 10-year schedule of incremental increases in the minimum wage to offset inflation. By taking this long-term approach we can ensure regular updates of the minimum wage to protect workers and provide employers with a predictable minimum wage policy that they can rely upon for their business planning.

Creation of Sustainable Paying Jobs As a Priority. We will create more sustainable paying jobs by making our government more business friendly, aggressively marketing Guam to outside investors, developing new industries, and expanding our tax base,

Workforce Development: To build an economy for the future we need to educate, train, prepare a workforce that is ready for the job opportunities available both now and in the future. Education and job training shall be matched with our strategy to expand the existing economy and develop new industries. In this regard, we will fully support STEAM (Science, Technology, Engineering, Arts, and Math) curriculum in GCC, UOG, and DOE to better prepare our youth for jobs in these emerging industries.

PROVIDING SAFE NEIGHBORHOODS AND COMBATING CRIME

Essential to building a fair, prosperous, and compassionate community is meeting the challenge of ensuring the safety of our families and our communities. Any strategy to secure the safety of our neighborhoods must be based on community involvement, capacity building for public safety, preparedness, crime prevention programs that are effective, and the commitment of resources necessary to get the job done.

Increase Police Officers and Police Reservists: We will increase the number of police officers so that it is commensurate with our population growth and expand the Police Reserve to safeguard the public safety of our island and people.

Law Enforcement Facilities, Technology and Equipment: Our Administration is committed to providing the law enforcement agencies with the equipment and facilities to ensure officer safety and increase effectiveness. Our Administration will ensure that all law enforcement entities, in particular GPD, have access to National Crime Information Center (NCIC) database on a 24-hour basis, to effectively carry out their respective missions.

Neighborhood Patrol. We will restore the Neighborhood Patrol to its original mission and place more police officers on the streets to keep our neighborhoods safe.

Community Policing: Our Administration is committed to implementing a proactive community policing strategy for our villages. This will involve the police dealing with the problems in the community that result in crime and working cooperatively with people in neighborhoods to identify their concerns and deal with these problems

Utilization of Airport and Port Resources: We will explore the expansion of jurisdictional areas at the Airport and Port to allow for shared or concurrent jurisdiction with GPD for the roads and other areas beyond the immediate boundaries of these agencies.

Drug Courts. Our Administration will support the expansion of the Drug Court program including increased funding for counselors and other support staff.

Effective Drug Interdiction: Because illegal drugs can enter our island by air, land or sea, we will ensure that all entry/exit points at the airport and port are effectively monitored by law enforcement and/or closed-circuit television (CCTV) surveillance systems to minimize the smuggling of illegal drugs into Guam.

Legal Marijuana: Our Administration will support the full legalization of marijuana and shall regulate its use the same as alcohol and tobacco.

Traffic Cameras at Intersections: To improve traffic safety and relieve the burden on police officers for enforcement, we will install traffic cameras at major intersections with the revenue from citations documented by traffic cameras being earmarked for public safety purposes.

Youth Mentoring Program: We will work with the Guam Police Department, PEACE (Prevention and Training Branch, Division of Clinical Services, of the Guam Behavioral Health and Wellness Center), and the public schools to establish a youth mentoring program to effectively deal with drug abuse and other factors contributing to juvenile crime.

Effective Substance Abuse Treatment and Rehabilitation Programs: A Leon Guerrero-Tenorio Administration will commit the necessary resources to assist people who are battling addiction. We will utilize and expand evidence-based substance abuse programs and outpatient services at the Guam Behavioral Health and Wellness Center (GBHWC) and increase the number of counselors. Further, we are committed to finding additional resources to help our non-profit partners expand their residential treatment services, including the establishment of additional day programming. Our Administration will not sit back and allow substance abuse to destroy families and our community.

Corrections and Re-entry Programs: To reduce repeat criminal offenders and recidivism rates, we will utilize evidence-based programs and work with the US Bureau of Prisons and other experts to implement effective correctional programs and strategies. We will establish effective reentry programs for those returning to the community after long periods of detention and imprisonment.

Reduce Juvenile Crime: In addition to enforcement, we work to develop and expand evidenced based programs that are effective in reducing juvenile criminal activity. This will include school-based programs such as DEED, enhanced sports and recreational activities, as well as homework assistance at the new village learning centers.

Capacity Building for the Guam Fire Department. We will build up to appropriate levels the Guam Fire Department's response capabilities, including increasing firefighters, EMTs, firefighting equipment, and ambulances. We will also ensure that GFD is given the full capability to fight fires in high-rise structures.

Emergency Preparedness: Our public facilities will be fortified against natural disasters such as typhoons, earthquakes and tsunamis. We will improve upon public education of the government's emergency response plan. Our Administration will also improve preparedness and emergency response drills to address potential threats to our island community that go beyond natural disasters to include chemical, biological, radiological and nuclear (CBRN) events. Our Homeland Security and Civil Defense capabilities will be strengthened.

Stray Animals: We will develop and implement an aggressive program for the collection of stray animals. We will work with non-profit organizations and advocates to enable and sustain a strong spaying and neutering program.

Neighborhood Watch Programs: A Leon Guerrero-Tenorio Administration will appoint a senior staff member of the Governor's Office to sit on each established Neighborhood Watch Program. This aide will provide monthly updates to the Governor that come directly from citizens and law enforcement personnel involved with this Program. In addition, we will explore the possibility of installing CCTV cameras in strategic areas of each village to help deter crime. We believe these efforts, combined with the Neighborhood Patrol, will make villages safer and more secure for all residents and visitors.

FIXING OUR SCHOOLS AND OUR EDUCATIONAL SYSTEM

The path forward to creating a Guam that is truly prosperous, fair, compassionate, and safe is tied to our ability to provide quality education for our children and adult population. We therefore have an obligation to fully fund our major public educational institutions: UOG, GCC, and the DOE. We must also invest in early childhood education, literacy development, lifelong learning, as well as arts, humanities, and music programs. Our Administration will further support UOG and the GCC in their continuing development as regional centers of learning and training excellence.

Interim Pay Study for Public School Teachers: The essential element to all education is the availability of qualified teachers to ensure class sizes are kept to reasonable levels and that each student receives the quality education they deserve. The current Hay Study process has not provided teachers with adequate compensation needed to achieve this goal and there is a clear need for a new comprehensive study for all of GovGuam. To ensure the adequate retention and recruitment of public school teachers as well as allied health professionals, we will support an interim study for teachers and allied health professionals to make certain that they are properly compensated.

Rebuilding Simon Sanchez High School, Repairing Schools and School Maintenance: Working with the Superintendent of Education, we will rebuild Simon Sanchez High School and begin the repairs of other public schools. To fully meet the infrastructure requirements of the public school system, both now and in the future, we will commission a comprehensive educational facilities, maintenance, expansion, repair and procurement master plan to ensure that all schools are safe, well-equipped, modern centers of learning, as well as to develop alternatives to facilities adapted for school use such as Tiyan High School.

School Safety: We will work with the Superintendent of Education to make permanent the School Resource Officer program under the Executive Branch and develop a comprehensive school safety plan. This plan will include on-site mediation services, character education, and the resources necessary to reduce school violence and ensure that our students are safe at school

Early Childhood Development Programs: We believe in progressive early childhood education such as Pre-K and Head Start. Our objective is to expand these programs so that they are available to every child.

Charter Schools: We support the charter school concept as a model for educational excellence and innovation. We pledge to appoint qualified members to the Charter School Council and will ensure that charter schools effectively manage public resources and advance the interests of our students.

Chamorro Language Immersion School: We will support the establishment of a Chamorro Language Emersion School within the charter school framework and will encourage the use of effective models being implemented in the state of Hawaii and elsewhere.

Special Education Services: We will proactively support services and programs for children and young adults requiring special education services, including those with developmental disabilities, autism, severe emotional disorders, hearing and sight impairment, and mobility issues.

Intervention Programs. We will work with educators, the board members of the respective educational institutions, and stakeholders as part of the strategic planning process to develop and expand intervention programs that meet the needs of all students.

Interscholastic Sports Programs. We will support funding for interscholastic sporting activities and competitions, and work to leverage these programs to expand the opportunity for college sports scholarships.

Safe Schools that are Tobacco, Alcohol and Drug Free: We will work to ensure safe environments for our children in tobacco, alcohol and drug free schools. We will continue to support educational programs that offer safe activities for our youth.

Scholarships and Professional Development Opportunities: We will support the continuation and enhancement of programs providing aspiring teachers with professional development opportunities such as the Guam Teachers Corps and Boots to Classrooms. We will further support scholarship funding for nurses and allied health professions as well as for post-graduate studies in areas of concentration that are not available at the University of Guam.

Affordable UOG and GCC Tuition: Access to higher education for students regardless of the economic level of their families is a priority. We will advocate for affordable UOG and GCC tuition rates to ensure as broad an opportunity as possible for students to earn degrees from our institutions of higher learning.

Regional Joint Ventures in Education: We will collaborate with the UOG and GCC to support continuing cooperative regional joint ventures in education with local, regional, national, and international institutions at all levels.

Adult Learning and Education: It has been estimated that as many 20,000 adults in our community do not have a high school diploma. We will work with our mayors and GCC to provide adult learning and education programs at the village level and to provide opportunities for adults to obtain their high school equivalency.

Establishing an Information Technology Eco-System: We will work to establish an Information Technology Eco-System with the private sector, the Department of Education, the Guam Community College, the University of Guam, Agency for Human Resources Development, and other public and non-profit entities. This I.T. Eco-System will leverage Guam's strategic location in global telecommunications as we develop a workforce and infrastructure to expand the number of information technology jobs and businesses.

Computer Tablets for Students. We will embark on a phased-in program of providing low cost computer tablets for every student in our public schools.

Public Libraries: We will work to expand our public library collections and facilities through public private partnerships and provide access to on-line resources.

Literacy: We support effective literacy initiatives and other adult education programs to encourage literacy in our homes.

Village Learning Centers: Most villages have a community center, church social hall, or other public facility within the village. We will work with mayors and civic leaders to maximize the use of these facilities to expand learning opportunities in the villages and thereby bring them in reach of our citizens, particularly those with transportation challenges.

DELIVERING AFFORDABLE, AVAILABLE, AND ACCESSIBLE HEALTH CARE

Quality health care that is accessible to all the people of Guam will be a priority of our Administration. Specialty care that is available, a public hospital that is accredited, and health services that are affordable must be an integral part of any long-term plan to build a community that is fair, compassionate, safe, and prosperous.

Leadership

Restore Trust in our Health Care Agencies We will restore trust in the management of our health care agencies by adhering to the highest standards of honesty, transparency, and accountability in order to save taxpayers money and improve health care services.

Health Care Summit: Achieving sustainable improvements to our health care system will require first and foremost, leadership. During our first month in office, we will convene a Health Care Summit of leading professionals representing health care providers, health insurers, doctors, nurses, and community stakeholders. Their task will be to develop strategies to reform our health care system using concrete policy interventions, accountability, and fact-based analysis. Our Administration will be committed to implementing the best ideas for reducing costs and increasing quality health care for all the people of Guam.

Hospital Cooperation: We will work with both the Guam Memorial Hospital and Guam Regional Medical City to seek common ground for collaboration and cooperation to utilize our limited resources to provide the best possible care for our entire population.

Nursing Recruitment: To address the critical shortage of nurses at GMH and other health care agencies, our Administration will implement an interim pay study for nurses and nursing assistants to improve recruitment and retention.

Investment in Healthcare Agencies: Our Administration will invest the necessary resources to improve the capabilities of the Department of Public Health and Social Services and the Guam Behavioral Wellness Center.

Prevention

Drug Prevention and Treatment Programs: We will support the funding and expansion of evidenced-based drug prevention and treatment programs administered by the government and non-profit organizations. We will further work to incentivize drug treatment counseling by funding the cost of drug tests.

Enhance Public Health and Social Services. The Department of Public Health and Social Services has an important role in any effort in the prevention of illness in the community. To reduce health care costs and produce better patient outcomes, our Administration will invest in the Department's preventive care programs including community nursing, disease screening, health education, and immunization. We will also properly staff the three regional public health centers to provide urgent care as well as preventive care.

Promotion of Healthy Lifestyles: Essential to improving health care outcomes at reduced cost are the implementation of effective wellness programs and the promotion of healthy lifestyles. Our Administration will work with educational institutions and public health professionals to develop a comprehensive healthy lifestyles program to be implemented at all education levels and promoted in government agencies, private businesses, and throughout the community.

Children's Immunization Programs: Our Administration will direct the Department of Public Health and Social Services to work closely with private clinics and schools to ensure all children are immunized against diseases and illness.

Acute Care

GMH Accreditation: The cornerstone of our island's health care system must be an accredited public hospital. We will take all measures to provide the necessary leadership and resources to secure accreditation for GMH and ensure that it is maintained.

Financial Support for Guam Memorial Hospital: We are committed to the long term financial support of the Guam Memorial Hospital to address the indigent care load borne by our public hospital.

Affordable Treatment for Chronic Illness: Our Administration will work with health care providers to provide affordable access for chronic disease treatment.

Patient's Bill of Rights: We support the implementation of a Patient's Bill of Rights for Guam to guarantee freedom of choice of doctors and dentists and freedom for patients and doctors to discuss all matters concerning the health of the patient.

Off-Island Medical Care: We will improve programs and support systems at the existing Guam Medical Referral Offices and work to expand support for patients and their families seeking health care in cities other than Manila, Los Angeles, or Honolulu, where the government currently has medical referral offices.

Medically Indigent Program (MIP) Reform: To reduce long term costs and produce better patient outcomes, we will expand preventive healthcare including prompt access to medical checkups, mammograms, and disease screening, as part of an overall reform of the MIP program.

Access All Medicaid Funding: We will work with Guam's Delegate to Congress and the federal government to improve access to an estimated \$100 million in Medicaid funding available to Guam under the Affordable Care Act before it expires in September of 2019, and to lift the artificial limits on Medicaid Assistance. By accessing this funding, we will be able to better address funding shortfalls in the Medicaid program, shift clients off of the 100% locally funded Medically Indigent Program, and improve access to other services such as nursing home care.

Invest in Nursing Workforce: Our Administration will support the nursing programs at UOG and GCC and examine measures to expand the education, recruitment, and retention of our local nursing workforce to meet the needs of Guam's health care system.

Reduce Red Tape for Physicians: We will examine measures to reduce the administrative burden on physicians and other health care providers by increasing

staff support and cutting red tape in accessing provider payments and enrolling patients in available government health care programs.

Regulatory Reform. We will overhaul the regulatory process for physicians, nurses, and other health professionals to end unnecessary delays in licensure of those who meet the required statutory, educational, and professional qualifications. These delays are an obstacle to the recruitment of those health professionals needed in our hospitals and clinics.

Medical Enterprise Zone: We will explore the establishment of a medical enterprise zone so as to incentivize the creation of new medical facilities and services.

Medicare Eligibility for GovGuam Retirees: We will work with the Government of Guam Retirement Fund Board, our Congressional Delegate, and the Federal Government to facilitate Medicare coverage for all GovGuam Retirees, wherever they may be residing, including in the Philippines.

Prompt Payment to Medicaid and MIP Providers: Our Administration will institute prompt payment policies for all Medicaid and MIP providers and adhere to statutes mandating that payments be made chronologically when they are due and certified. To expedite provider payments, we will further detail employees from other agencies to the Department of Public Health and Social Services.

Recruiting Medical Professionals: We are committed to increasing the number of health care professionals in Guam through aggressive recruiting, educational incentives, and licensure reform. Our Administration will conduct a comprehensive assessment of health professional needs in order to prioritize recruitment efforts.

Psychological, Psychiatric, and Social Work Professionals: We will ensure the necessary resources are made available to recruit the psychological, psychiatric, and social work professionals required to address mental health needs in our community.

TEFRA Reimbursements: Our Administration will make it a top priority to work with Congress and the Centers for Medicare and Medicaid Services to develop a master plan for recovering GMHA's costs for Medicare and Medicaid programs.

We will also work with the Guam Legislature to address compensation for services that are not covered by MIP, Medicare, or Medicaid.

Medicinal Marijuana: We believe doctors should have the freedom to prescribe the treatment they deem appropriate for their patients, including medicinal marijuana. For that reason, we support the legal access of medicinal marijuana as prescribed by physicians to patients and are committed to the implementation of Public Law 69-34 even in the face of federal opposition.

Congenital Disease and Long-Term Care

Specialty Care: We will work to improve the availability of specialists by stepping up recruitment of specialists and expanding visits by off-island specialists to care for patients while ensuring proper continuity of care.

Services for Individuals with Disabilities: Our Administration will expand programs for individuals with disabilities in support of the objectives of career education, job placement, transportation, and independent living.

End of Life Care: Our Administration will be committed to meeting the growing need for long term care by incentivizing more public and private investment in nursing homes, hospice care, and assisted living facilities and moving forward with the full utilization of the vacant wing of GMH's Long Term Care Facility in Barrigada Heights.

IMPROVING INFRASTRUCTURE AND PROVIDING AFFORDABLE HOUSING

The foundation of any safe and prosperous community is the availability of sufficient housing to provide homes for our people, adequate and properly maintained infrastructure, and initiatives to improve the quality of life within our neighborhoods.

Ending Traffic Gridlock on Guam's Highways: Our goal will be to end the growing gridlock on Guam's highways by the development and implementation of a Comprehensive Surface Transportation Strategy with defined measurable goals. The foundation of this strategy will be based on new highway construction, the implementation of ride-sharing incentives, the promotion of staggered work schedules, and increased long term investment in a privatized public transit system. We will also more effectively use the latest technology to control traffic flows including electronic signage to give motorists real-time information on accidents and other problems that may cause traffic congestion.

Minimizing Damage to New Roads. Our Administration will work proactively with public and private utilities to improve coordination and minimize damage to newly constructed roads by trenching and other excavation.

Renewable Energy. To reduce costs for our government and the general public, we will support the expanded use of renewable energy sources such as solar and wind power for the generation of electricity. This approach will reduce our dependence on imported fossil fuel, better protect our economy from price fluctuations in fossil fuels and contribute to our efforts to minimize pollution. Furthermore, we will seek federal grants to support this initiative as part of a realistic, diversified energy strategy based on public utilities, private generation, energy conservation, and renewable energy. Our goal will be to have 25% of all public power generation to be derived from renewable sources by the end of our first term.

Streetlights. One of the most valuable services provided by our government is in providing streetlights that not only enhance pedestrian and vehicular safety, but also help minimize crime in our neighborhoods. To provide a more efficient and expanded use of streetlights, we will work with Village Mayors to institute

administrative policies calling for increased installation of solar power street lights to minimize costs with the savings applied towards the installation of more street lights distributed in a process that is fair and non-political.

Establishment of an Integrated Water/Wastewater System. Our Administration will work with Guam's Delegate to the US House of Representatives and the Federal Government to support the One Guam Policy to fully realize the establishment of a single water/wastewater system to ensure a regular and adequate water supply to all island residents.

Solid Waste Management. We support the end to federal receivership of our solid waste system. Moving forward, solid waste collection operations must be based on efficiency, recycling, and adherence to strict environment protection standards. Because high collection fees provide an incentive for illegal dumping, we will freeze solid waste fees at current levels and, if necessary reduce the administrative cost to provide lifeline rates

Streamline Building Permit Process. We will explore establishing a program providing for self-certification of building permit approvals by architects and engineers for their projects. These licensed professionals will undergo a special training course in local regulatory standards and upon completion will be authorized to certify and thus approve building permits for completed structures under their supervision. Excluded from this program will be high rise structures or structures built on substantial slopes or sites containing hazardous materials.

Integrated Housing Strategy. Our Administration will adopt an integrated housing strategy that will include consolidation of the Guam Housing Corporation and the Guam Housing and Urban Renewal Authority in order to better meet the housing needs of our people.

Home Construction Tax Credits. We will work for the local implementation of the federally authorized Mortgage Credit Certificate program that provides tax credits to qualified first-time homebuyers that can be used to offset a portion of the interest on a new mortgage. This will help homebuyers qualify for a home construction loans.

Home Ownership and New Public Housing. We will sell the existing 750 GHURA public housing units to their current residents. The proceeds will be used to build 750 new public housing apartments that would be utilized to continue

federally funded HUD programs for rental housing to eligible low-income applicants. By taking this approach we will expand home ownership, provide economic stimulus, and broaden the residential tax base. We will also be creating new public housing apartments that can be maintained at far less cost than individual housing units.

Comprehensive Strategy for Homelessness. Our Administration will develop a comprehensive strategy to deal with the problem of homelessness based on the following components:

Upgrade pathways to permanent housing including expansion of affordable housing and housing vouchers.

Provide emergency temporary housing using existing government housing stock at the Guam Housing Corporation and the Guam Housing and Urban Renewal Authority.

Expand access to programs and services to help prevent Homelessness including short term rental assistance.

Support continuum of basic services for the homeless. This would include mental health services and support services for children.

Promote public information about homelessness and available services to aid the homeless. This would include both non-government services and federal programs.

Transportation Vouchers. One challenge GHURA clients face is that lack of transportation to travel from their homes to their jobs. To deal with this problem we will institute a system of transportation vouchers on the public transit system for travel to and from work.

Lower Costs for Southern Homes. We will work for the implementation of the Southern Economic Incentive Construction Act which provides tax breaks to lower the cost of home construction in the South.

Infrastructure for Chamorro Land Trust. Much of the Chamorro Land Trust is in need of infrastructure before these properties can be distributed to eligible

claimants. Our Administration is committed to developing creative solutions to provide financing to build this infrastructure including applying for subsidized financing under the Substantially Underserved Trust Area ("SUTA") provisions of the US Food, Conservation & Energy Act.

Abandoned Homes and Vacant Lots. The blight of vacant lots and abandoned homes can adversely impact our neighborhoods in the form of declining housing values, public health issues and greater risk of crime and vandalism. To address this problem, we will develop a coordinated strategy involving the Mayors, business leaders, civic groups, and government agencies including GHURA and Public Works.

Resolve Outstanding Land Condemnation Cases. Fifty years ago, GHURA undertook two massive urban renewal projects in Sinajana and Yona which involved numerous land acquisitions through condemnation. Many of these cases and scores of other pending condemnation cases are still outstanding needlessly tying up financial and administrative resources that could be better directed towards GHURA's housing mission. We will work to expeditiously resolve these cases.

Public Transportation. Public Transportation is a crucial part of our Administration's strategy to: (a) reduce congestion on our roadways; (b) provide options to get to work, school, or the doctor; (c) grow our economy; and (d) reduce our carbon footprint. A Leon Guerrero-Tenorio Administration is committed to ensure that our primary public transportation system is reliable, safe, provides good coverage of routes, and is clean.

STRENGTHENING FAMILIES AND COMMUNITIES

Our hopes for a Guam that is truly Fair, Safe, Prosperous, and Compassionate relies on strong families and a society that values the safety and potential of every child. For public policy to truly secure the success of our community, it must take into account the demands placed on our families and requirements for the development of future generations as responsible contributing members of society.

Prevention of Sexual Assault and Family Violence. Working with government and civic leaders as well as community-based organizations such as the Guam Coalition Against Sexual Assault and Family Violence, we will work to expand services to strengthen families and to reduce domestic violence and sexual assault. We will work with the Attorney General and federal authorities to vigorously enforce laws that protect women, children and seniors from crimes of abuse, violence, or exploitation.

Protection of Children. As one of the most vulnerable groups in our society, our Administration will have as one its main goals to improve the protection of children from sexual abuse, violence, and neglect. This includes an active role by both public institutions and non-profit groups in the detection of child abuse and endangerment within our community.

First Generation Trust Fund Initiative. We will act to fully implement the First Generation Trust Fund Initiative established by Public Law 33-07 to aid public high school graduates in obtaining post-secondary education.

Governor's Youth Council. To empower our youth, we will establish a Governor's Youth Council comprised of youth leaders representing every neighborhood throughout the island.

Services for At-Risk Youth. We will support the expansion of endeavors such as Sanctuary, I'Famagu'on-ta, Department of Youth Affairs programs and Children Youth and Families at Risk (CYFAR) to provide support services, counseling, and self-esteem building programs to youth in crisis and to address the problem of bullying in our schools and online.

Youth Participation. We will foster opportunities for the youth of Guam to participate in local, national, and international arenas by supporting such programs to develop leadership and civic values such as the Junior Statesman Program, Mock Trial, Junior Achievement, the Close-Up Program, sports activities, scholarly exchanges, and programs in culture and the arts. We will promote and support youth and peer mentoring programs at the Department of Youth Affairs, Sanctuary, Big Brothers Big Sisters, Island Girl Power, and other community youth initiatives to develop leadership, character, and coping skills for future success.

Recreation Coordinators. Working at the village level, we will establish a corps of recreation coordinators to more fully utilize available recreation facilities to provide more sports and other recreational activities for our young people. Utilizing existing programs such as Americorps, SYEP, and volunteer organizations these coordinators will not be full-time government employees but a largely volunteer force rooted in the communities they serve.

Services for the Manamko’. We will engage a full assessment and evaluation of senior citizens services to ensure they meet current needs and consider ongoing generational changes in the needs of our growing senior populations. Furthermore, we will maximize existing resources to maintain services in our senior citizen centers in the face of looming cuts in federal funding.

Restorative Justice and Juvenile Screening Tools We will continue to support the use of restorative justice and screening tools for youth offenders when appropriate in criminal cases involving youth in order to curb recidivism and provide a more holistic approach to addressing the problem of juvenile crime.

Suicide Prevention Guam has one of the highest rates of suicide in the nation. This is not acceptable. Our Administration will develop a suicide awareness and educational campaign and require all cabinet appointees receive suicide intervention training at GBHWC. We will also collaborate with DOE, GCC, UOG, the Guam National Guard and local military authorities to develop or strengthen existing policies regarding suicide prevention and post-intervention protocols

RECOGNIZING OUR VETERANS AND THEIR SERVICE

For over a century, the people of Guam have supported and actively served in the U.S. Armed Forces as members of the Active-Duty Forces, Guard, Reserve, and Civil Service. Our loyalty and commitment to the defense of the nation and democracy, has been well established particularly when measured by the proportion of Guam residents, who have engaged in military service, as compared with the island's population. Almost every family in Guam has ties the U.S. military and any loss of life or limb is felt by all of us.

Elevating the Priority of Veterans' Issues. On our first day in office we will by executive order elevate the Office of Veterans Affairs to cabinet rank. We will also revitalize the Veterans Council.

Veterans Support and Assistance Center. We will establish a Veterans Support and Assistance Center that will be a center of education and information for veterans as to their rights, benefits, and services available to them. The Veterans Support and Assistance Center shall be staffed with personnel, preferably with a veteran background, who understand veterans issues, relate to veterans, and are trained to provide a veterans friendly environment at this center. This staff shall also include VA accredited representatives to assist veterans in preparing the appropriate claims forms to secure their rightful benefits and health coverage. The center shall also help facilitate access by veterans to non-profit organizations that serve the needs of veterans and to assist in acquiring the documentation necessary for securing their benefits as veterans.

Veterans Housing. Homelessness among veterans has been rising as an issue of national concern. Our Administration will devote more focus on this issue and the housing needs of veterans.

Job Placement. We will work to re-focus government job placement programs to provide greater recognition of veterans job skills and the applicability to available private and public sector jobs.

Agent Orange Victims. We fully support all efforts to account for the utilization of Agent Orange in Guam and the investigation of the exposure of any veterans to this substance. Our Administration will be committed to seeking rightful compensation for any veterans suffering harm because of this exposure.

Access to Services. Our goal will be to work with the federal government and the local non-profits to improve and expand the system of care in our community to provide our veterans access to a range of comprehensive services. We will also work to expand the available pool in the community of VA accredited representatives to assist veterans in securing the benefits to which they are entitled.

Support for Non-Profits and Veterans Service Organizations. We will work to increase investment in non-profits focused on veterans to expand their capacity to provide services. We will support the development of learning communities composed of government, non-profit and veteran service organizations to identify best practices in the delivery of services to veterans.

Improve Recognition and Services for Women Veterans. Gender-specific care is difficult to obtain for many female veterans particularly with respect to health care, services for the disabled and treatment for military sexual trauma. The experience, contributions, and requirements of female veterans must be fully recognized and by our government and our society and considered in the development of public policy regarding veterans. We will advocate programs and services that truly relate to female veterans and which effectively meets their needs.

Veterans Registration – We will utilize all available resources to identify and improve the count of veterans in order to improve services and provide the documentation needed for expanded federal funding.

PROTECTING OUR LAND, OUR WATERS, AND OUR OCEAN

As a people, we have always had a special connection to the land, waters, and the surrounding ocean that have for thousands of years sustained and provided a home for our community. As an island people we are aware of the limits of our natural resources and the necessity of properly managing and protecting them in order to enhance the quality of life and food security for all our people. We affirm the right of our people to ultimately determine the future course of our island's development and the use of our land and resources. We recognize that providing a decent place for people to live requires land free of contaminants and air free of pollution.

Clean Environment

Clean Air and Water. We will ensure that air quality and all potable water sources are monitored and tested on a regular basis. We will also continue to protect the aquifer and other water resources.

Reforestation. We will provide new focus for areas in need of reforestation to deal with erosion and help prevent brush fires. To this end, we will work with local community groups to identify suitable areas for tree-planting for environmental, recreational and public safety purposes.

Enforcement of Laws Against Litter and Illegal Dumping. As part of our commitment to island wide beautification and providing a clean environment we will step up enforcement of existing laws against littering and illegal dump sites.

Safe and Clean Beaches. In order that our ocean waters and beaches can be safely utilized by swimmers, surfers, boaters, fishermen, as well as visitors to our island, our Administration will address wastewater and storm drainage problems causing pollution in these recreational areas.

Food Security

Local Food Production. The income potential of our local agricultural industry remains vastly underutilized and there is an increasing demand for sustainable local produce and Farm to Table food service. To capitalize on this potential for

growth, our Administration will actively examine measures to improve the marketing and distribution of local agricultural and aquaculture products to reduce imports and expand exports. By developing our commercial agricultural sector as well as promoting community gardens, we will be enhancing our island's food security by providing greater availability, access, utilization, and stability in our sources of fresh food.

Agricultural Masterplan - We will develop a long term agricultural masterplan that will set targets for government procurement of local produce to be achieved by use of set-asides for local producers, provide an inventory and realistic forecast of the production of agricultural commodities, and will incorporate an economic strategy for the expansion of local agriculture and aquaculture.

Agricultural and Aquaculture Incubator Programs. We will work for the establishment of 1/10 or quarter acre agricultural leases on available public land to be utilized as incubator programs for prospective farmers and aquaculture producers as well as UOG demonstration projects.

Trained Agricultural Labor Crew. Working with non-governmental organizations and utilizing federal job training program funding we will develop a trained agricultural labor crew that can be hired out to local farmers for seasonal work such as harvesting.

Promotion of Careers in Agriculture and Aquaculture - We will promote careers in agriculture and aquaculture through public education, farm internships, and planned agriculture related activities for the youth.

Support the Guam Fishermen's Cooperative and Local Fishing Industry. We support the Guam Fishermen's Cooperative and will further work to develop and improve the facilities and infrastructure necessary to support growth of the fishing industry. This will include upgrade of the Greg D. Perez Agana Marina and the Agat Marina.

Crop Damage Compensation for Farmers. In collaboration with federal disaster programs, we will ensure that all eligible farmers receive the appropriate compensation for damage due to storms and typhoons.

Government Agricultural Procurement - To improve government purchases of local agricultural products we will encourage nutritional meal planning for the

public-school system, the public hospital and other government agencies to better incorporate more local produce.

Agriculture Board of Commissioners. We will re-establish the Agriculture Board of Commissioners as an effective body contributing to the formulation of agricultural policy for our Administration.

Mobile Slaughterhouse We will actively explore the utilization of a USDA approved mobile slaughterhouse for the development of the livestock sector of our agricultural industry.

Promotion of Agroforestry. To encourage the maximum use of available land for food production as well as for beautification, noise reduction, and improved air quality, we will promote small scale agroforestry particularly in urbanized areas. This approach is in line with traditional agricultural practices which provided for the mixed use of land for crops and edible fruit trees.

Community Gardens In the interests of neighborhood beautification, community life, and food security we will promote the establishment of community gardens on available vacant public and private lots.

Recycling and Renewable Resources

Alternative Energy. We will ensure that all long term economic, environmental, and land use planning incorporates the expanded use of renewable energy resources such as solar and wind power.

Green Buildings. To reduce the overall impact of the built environment on the natural environment and human health, we will promote adherence to LEED (Leadership in Energy and Environmental Design) standards in the construction of new public and private buildings. By applying standards based on the principles of water efficiency, smart grid electricity management, green material usage, and a performance-based approach to indoor quality, we will improve occupant health and reduce waste, pollution, and environmental degradation.

Composting Alternatives - In the absence of any existing outlet for the composting of paper products and non-corrugated cardboard like cereal boxes, our

Administration will develop options for the composting of these products for their reuse and to help extend the life of the landfill.

Use of Recycled Water to Conserve our Aquifer. We will promote the use of recycled water for agriculture and landscape maintenance and explore the implementation of alternative building requirements including rain catchment systems that would give residents the opportunity to utilize or redirect rain water or grey water (water from shower, sink, or tub) for gardening or flushing toilets.

Island wide Green Waste Management Program - We will institute an island-wide green waste management program to protect our ecology and more effectively deal with invasive species such as the rhino beetle. We will further promote the use of mulching and other natural alternatives to pesticides. We will also explore incentivizing private sector green waste processing companies to accept green waste from residents at nominal or no cost.

Small Business Recycling Opportunities. We shall develop economic opportunities for small business in the use of recyclable materials for new products as an alternative to being disposed or shipped off-island. One area that we will aggressively explore is the use of machines designed to recycle and create new products out of plastic waste.

Biosolids for Composting. To extend the use of the landfill, we will actively explore the diversion of biosolids for composting with vegetated debris and paper waste. The compost can then be used for ornamental landscaping and, erosion control. As part of this effort, we shall also promote the shredding of paper waste

Resource Recovery Programs, In partnership with the private sector, we will identify and support resource recovery programs by appropriate sustainable financing mechanisms. Such resource recovery programs shall include organic waste recycling activities that reduce backyard burning and disposal of organic waste at dumps and landfills.

Product Stewardship We will develop policies and standards that encourage public and private entities involved in producing, importing and selling products to share in the responsibility for their disposal. By taking this approach, we will improve our community's capacity to properly manage these products throughout

their lifecycle in a way that reduces their impact on the environment as well as human health and safety.

Stakeholder Consultation and Participation We will work to broaden stakeholder consultation and participation in the planning of waste management and pollution control activities. This will involve multiple concerns, including but not limited to, climate change, biodiversity conservation, agriculture, tourism, health and the challenge this community faces given the environmental costs related to imports. Participants shall be given the opportunity to provide informed input and shall in turn be kept informed of the results of the consultation process.

Recycling and Upcycling of Construction Waste. We will establish standards to promote the diversion from the landfill/hardfill of waste produced by construction sites. Instead such waste would be recycled and upcycled for purposes such as using empty plastic drums for plant nurseries, pvc piping for agricultural and ornamental purposes, insulation materials to reuse as insulation, and other purposes. Such an approach will also provide another resource stream that can support small scale recycling/upcycling enterprises.

Resource Management

Chamorro Land Trust Commission. We fully support the objectives of the Chamorro Land Trust Commission and, in conjunction with the Attorney General, will oppose any actions by the Trump Administration that threaten its fundamental mission. All programs will be administered fairly, and the rules will be followed.

Chamorro Land Trust Reform – We will increase the resources and staff for the Chamorro Land Trust Commission so that it will more effectively fulfill its mission. We will further reform the agricultural lease program to ensure compliance with agricultural production requirements, tree planting conditions, and environmental standards.

Ancestral Lands Commission. Our Administration will support the Ancestral Lands Commission in its work to transfer land back to original landowners and to properly develop crown properties. To this end we will appoint creative and responsible leadership to the Ancestral Lands Commission.

Marine Life. We support sustainable fishing activities as well as marine preserves and other conservation programs developed to improve our ecology and sustain

fishing stocks. Working with local fishing groups we will provide an ecosystem-based management approach to marine resource management. We further will secure safe boating access to inaccessible coastal waters.

Advocate for Return of Excess Lands. We will strongly advocate that all federally controlled lands no longer required for defense be returned to the people of Guam.

Water Resources. Our Administration will take all the measures required for the determination and resolution of the true ownership of Guam's water resources including surface water sources.

Recreation Spaces. Through public investment and the adopt-a-park program we will take the necessary steps to improve and maintain our parks and other recreational properties to expand the availability of alcohol and drug free public spaces that are conducive to the health, safety and quality of life in our neighborhoods. Our plans for the parks shall incorporate a waste management plan with provisions for recycling.

Responsible Land Use Regulation. We will appoint leadership to the relevant agencies including the Guam Land Use Commission who will administer current land use regulations and statutes with the objective of meeting the needs of a growing community while never neglecting the interests of the communities affected by any new development.

PROMOTING OUR CULTURE AND DIVERSITY

Our island way of life is rooted in our Chamorro culture and the values of hospitality, family, and respect for others. This legacy is strengthened by the contributions of all those who call Guam home and the varied cultural traditions that add to the rich social tapestry that makes Guam the special place it is and provides a solid foundation for the future progress of One Guam.

Support Non-Profit Chamorro Cultural Programs. We take pride in our indigenous legacy and its value to our competitiveness as a tourist destination. We therefore are committed to supporting all existing Chamorro cultural non-profit organizations and aiding in their growth and sustainability.

Promoting Chamorro Language and Cultural Practices. Our Administration will work to expand available activities for young people to learn about Chamorro cultural practices, traditions, and art forms. We will foster efforts for the active utilization of the Chamorro Language in our public institutions and promote its expanded use in civic life throughout the island. Our Administration will support the teaching of Chamorro in the public and private schools, UOG and GCC. We will fully support the work of Kumision I Fino Chamoru Yan I Fina'na'guen I Historia Yan I Lina'la Taotao Tano' to further aid in the preservation of the language and our Administration will encourage families to speak and teach Chamorro to their children and grandchildren

Chamorro Language Immersion School. We will support the establishment of a Chamorro Language Emersion School within the charter school framework and will encourage the use of effective models being used in the state of Hawaii and elsewhere.

Enhancing the Mission of the Department of Chamorro Affairs. We will reform and enhance the mission of the Department of Chamorro Affairs to provide more effective support for the Chamorro culture and to broaden its purview to include the wider social and economic challenges facing the Chamorro People.

Celebrating Guam's Ethnic Diversity. We support events that showcase the island's ethnic and cultural diversity. We will engage community organizations and local artists to highlight music, food, the arts, and traditions of their diverse heritage groups.

Support the Guam Museum. Our Administration is committed to providing the new Senator Antonio M. Palomo Guam Museum & Educational Facility with the resources it needs to be maintained and to flourish. This new museum serves the public interest in preserving our heritage and adding to our competitiveness as a tourist destination.

Promote Historic Preservation. We support the mission of the Guam Preservation Trust and the work of the Historic Preservation Program to establish and maintain clean and well-lit historic sites. We will pursue the recovery of Chamorro artifacts and remains from various local and off-island sources and seek their return to Guam for storage in the planned Guam Cultural Repository and the Chamorro National Shrine authorized by public law once these facilities are constructed.

Promote Regional Collaboration. We will initiate the establishment of a task force along with our neighbor Micronesian islands to explore opportunities and make specific recommendations for regional cultural heritage projects that will be mutually beneficial.

SECURING A RESPONSIBLE AND RESPONSIVE MILITARY BUILDUP

A responsible military buildup must be based on an effective working partnership with the federal government at all stages of the process. The attainment of this goal will require a transparent and accountable process that respects the legitimate concerns and contributions of both the civilian community and the military.

Regulatory Agencies: We will ensure that the appropriate regulatory agencies are sufficiently supported to facilitate the protection of the island's environmental and cultural resources.

Section 30 Funds: We will work to ensure that Guam receives the monies due it from the Section 30 tax collections on military personnel temporarily deployed to Guam on an ongoing basis.

BPT and Use Tax leakage: We will work to close the leakages in collection of rightfully due Business Privilege Tax and Use Tax revenues as a consequence of the use of master contracts in federal procurement for services provided on Guam.

Protection of Cultural, Archaeological, and Environmental Resources: These resources represent the heritage of the people of Guam and should not be sacrificed to militarization. Their protection should involve the enforcement of federal and local environmental and land use laws. We will be diligent in environmental testing and monitoring to safeguard the public interest and will fully release the results of this ongoing effort.

Adequate Infrastructure: The growth in Guam's population, resulting from the military buildup and migration, requires the upgrade and expansion of the island's infrastructure. To adequately serve the needs of both on-island residents and the military community, Guam's power, water, and wastewater systems must be unified both inside and outside the fence.

Federal Contracting Opportunities for Local Businesses: Our Administration will work legislatively and administratively to expand local preference and ensure that local businesses are given a fair opportunity in federal contracting opportunities, both as primary and sub-contractors.

IMPROVING FEDERAL AND INTERNATIONAL RELATIONS

We believe that any plan for Guam's future must include a just resolution of our political status with the United States and building strong relationships with our regional and Asian neighbors. Our unique geographic location and our close affiliation with the United States provide economic opportunities for Guam in areas such as tourism, transshipment, fishing, shipping, airlines, finance, communications, healthcare, and education.

A New Political Status for Guam: Our Administration will be committed to resolving the long-neglected issue of Guam's political status by proceeding with the Decolonization Vote required by statute and acting to implement the political status choice selected. Working with the Commission on Decolonization, we will utilize all funding resources available to provide an effective public education campaign to ensure that all eligible voters and the general public at large are fully informed as to the political status options and the attendant consequences of each one. With a successful Decolonization Vote we will finally resolve the historic injustice inherent in the denial of self-determination. We can then move forward as one community and build a prosperous future based on the principles of democracy and respect for the rights of each citizen.

Defend the Decolonization Vote: Working with the Attorney General, we will defend the Right to Self-Determination of the Native Inhabitants of Guam, as defined in federal law by the US Congress, against all challenges by the federal government.

Support for War Reparations: We endorse the recommendations for war reparations contained in the Guam Loyalty Recognition Act and will seek fairness for that population whose concerns may not be fully resolved.

Guam Radiation Survivors: The Federal Government's Committee to Assess the Scientific Information for the Radiation Exposure Screening and Education Program issued a report determining that Guam did receive measurable fallout from atmospheric testing of nuclear weapons in the Pacific. The Committee recommended that residents of Guam during that period should be considered eligible for compensation under the Radiation Exposure Compensation Act of 1990. Our Administration will be committed to working with Guam's Delegate to

the House of Representative to secure an amendment to this statute so that Guam can be included as a jurisdiction covered under this compensation program.

Equitable Participation in Federal Programs: We will work to ensure Guam's participation in all national programs, such as Supplemental Security Income (SSI) and for removal of the artificial caps on federal Medicaid funding.

Worker Visas: We will work with the Federal Government, Guam's Delegate to the House of Representatives, and local business leaders to secure a long-term solution to the visa restrictions on the recruitment of skilled labor in order to staff vital health care positions such as nurses and to acquire other skilled labor necessary for the growth of Guam's private sector economy.

Guam First Commission: Our Administration will be committed to utilizing the Guam First Commission so that it more fully performs its statutory mission to establish consensus and unity in addressing all pending federal territorial issues so that we can achieve real progress by utilizing a Team Guam approach.

Fair Compact Impact Funding and Services: We will work with the Federal Government for sufficient funding to compensate for education, health, and public safety expenses incurred by the People of Guam relating to the Compacts of Free Association that the U.S. Government has entered into with Micronesian nations. We will also seek full utilization of the enforcement mechanisms provided for in the Compact designed for the proper administration of migration from the Freely Associated States.

Cultural Competency Education: We will push for expanded federal funding of programs to provide cultural competency education for prospective migrants to better prepare them for socio-economic circumstances different from their home islands.

Full Participation in Organizations, Forums, and Negotiated Agreements: We will seek full participation in all regional organizations, forums, and negotiated agreements affecting Guam's economy, security and future. This would include the South Pacific Forum, SPREP (Secretariat of Regional Environment Programme) the Council of Micronesian Chief Executives, Secretariat of the Pacific Community, and Western and Central Pacific Fisheries Commission, among others, to advance Guam's political, economic, and social agenda.

Free Trade Zone: We will pursue the creation of a Free Trade Zone within Guam's unique customs jurisdiction in order to facilitate the establishment of regional distribution and transshipment centers that will serve the Asia-Pacific region. Our Administration will work with the Federal government to grant a formal delegation of authority to Guam's Customs and Quarantine Agency to ensure proper oversight and support.

Economic Constraints and Unfunded Mandates: Federal constraints on our economy limit our potential and unfunded mandates impose burdens that undermine our economic growth. We need to redefine our relationship with the Federal Government to lift unfunded mandates and remove economic restraints with the goal of improving Guam's economic health and financial viability. We will work for reimbursement of unfunded mandates such as the EITC. We will also seek exemptions from the Jones Act and other economic constraints which already have been granted other US territories.

Payment In Lieu of Taxes: Over one third of our island is owned by the federal government and therefore exempt from local tax laws. This is a drain on our tax base that must be fully addressed. We will seek to expand federal payments to Guam under the provisions of existing federal laws that authorize U.S. Government payments to local governments that help offset losses in property taxes due to non-taxable federal lands within their boundaries.

ADVANCING TECHNOLOGY AND MODERNIZATION

Among the many significant challenges facing our island is the urgent need to improve public services and efficiency, bring order and accountability to government finances, diversify our economy into new industries, and prepare our workforce for the jobs of the future. To do this requires forward looking leadership that embraces modernization, innovation, and the opportunities for change provided by technology.

OpenBudget Initiative. Our Administration will set up a new OpenBudget website that will provide monthly reports on government spending broken down by agency and by object category and will incorporate regularly updated listings of vendor payments.

Smartphone Apps. Our Administration will actively apply smartphone technology to improve the responsiveness and effectiveness of government services by the implementation of smartphone apps including:

YourGov App that will allow citizens to report and video potholes, graffiti, illegal dumping, unauthorized use of government vehicles and other complaints. All complaints will be entered into open public record so that all citizens can track the responsiveness to any reported concern.

Mobile Crime App will allow anonymous tips to be sent to Crimestoppers including the transmittal of photos and videos. The app will also provide a crime report map displaying geographically reports of crime from the previous week.

Emergency Response App - This application will allow volunteers who are certified in CPR to be notified through their phone of a person in need of CPR who is within walking distance in a public location. The app will also feature alerts from Homeland Security and the Guam Fire Department of typhoon, tsunami, and other natural disasters and threats including grassfires and hazardous material spills.

Overhaul of Government Websites - We will institute a government-wide upgrade of agency websites to make them more customer-friendly and allow

broader use in receiving applications and reporting forms from citizens and more efficient scheduling of appointments for government services such as drivers and vehicle licenses.

Automation Our Administration will, to the maximum extent possible, utilize automation for labor saving tasks, including tax assistance/processing, vehicle and driver license registration, and Guam Real ID processing operate in the most efficient and effective manner to alleviate the traditionally long lines at DRT.

ADA Access We will ensure that all online resources available to the public are ADA compliant and accessible to the hearing and sight impaired.

Technological Transformation of Government We will transform government-wide computer systems, technology and operations to improve the performance of government agencies. This transformation will cut costs by automating tasks; increase efficiency; deliver better, faster customer service; and improve public finances through reduced fraud, more effective collections, and increased accountability. We will develop an Information Technology Masterplan for the line departments and agencies to upgrade back-end computer systems used by government agencies in order to connect disparate systems and improve data sharing.

Electronic Medical Records: To improve efficiency and patient care our Administration is committed to the acquisition and implementation of electronic medical records technology for the Department of Public Health and Social Services, and the Guam Memorial Hospital.

Using Virtual Reality to Promote Tourism - Our Administration will actively explore the production of short virtual reality (VR) video tours of Guam's scenic sites, cultural locations, or sporting experiences. By utilizing VR technology, we can bring the experience of Guam to potential visitors at exhibitions or even the comfort of their own homes. At the same time, we will also be developing valuable educational resources for our schools and libraries.

Tele-Health We support the use and expansion of medical technology such as Tele-Health by medical professionals to broaden access to specialty health care and help minimize the need to travel for off-island care.

E-procurement - To reduce costs, expand competition, and increase transparency, we will place all Government of Guam procurement online. All public sector requests for quotations or proposals will be posted on a single e-procurement website where potential suppliers can search for procurement opportunities, download bid submission forms, and submit their bids online.

Paperless Payroll -- We will work towards the goal of eliminating all paper payroll checks and replace them with direct deposit into the employee's bank account.

Computer Tablets for Every Public School Student. We will embark on a phased-in program of providing low cost computer tablets for every student in our public school system.